

SAMPLE STRATEGIC PLAN 2003-2006

The Strategic Plan is a framework for decisions and forward movement toward improvement of the institution. It directs the work of both the school administration and trustees as yearly goals are formed for their work, budgets are designed to support the plan, and benchmarks provide the ability to monitor progress and assess accountability of those in charge of implementation.

History of the School

This statement provides a common understanding of the history of the school where its governing board rotates trustees on and off the board every few years. The historical legacy of the instruction can be lost with changes in the board, the administration of the school, and even the leadership of the church in the case of a parish day school. Understanding the history of the school lends perspective to its successes, challenges, and changes in the community which it serves.

Mission Statement

A Strategic Plan is driven the by purpose the school serves as reflected in its Mission Statement. The statement should be succinct and clear and a continuous point of reference in the development of a Strategic Plan.

Vision for the Future

An inspired statement about the primary focuses for the school as it designs specific implementation of the Strategic Plan. This statement could start, "In the next five years, the school will..."

Authors of the Strategic Plan

Participation in the development of the Plan increases ownership in its probable success and community involvement.

Categories Under Review

Include Goals, Who is Responsible, Start Date, Mid-Point Review, and Completion Date. A school that has had a recent On-Site Visit for Accreditation will want to include recommendations from that report.

- Mission Statement
- Episcopal Character of the School
- Students and Parents
- Professional Staff
- Program
- Governance
- Administration
- Finance
- Facility and Safety
- The Culture and Climate of the School
- Accreditation Accountability

Follow-up

The Strategic Plan has value when referenced during the year with mid-point reviews and evaluated overall at least yearly. It provides direction for the work of the board and administration, keeping leadership focused on school improvement. The discussion format should include information about successes, acknowledging those who should be commended for their work, and evaluating goals which have not been achieved and why. Circumstances beyond anyone's control and unanticipated events which affect the plan may justify new Completion Dates for goals.

A. MISSION

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Revisit the mission statement to develop a more succinct, marketing-friendly statement.	Board, Head of School	September, 2005	January, 2005	August, 2006

B. EPISCOPAL CHARACTER OF THE SCHOOL

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Increase worship opportunities for students.	Rector, Head of School	August, 2006	Nov. 2006	August, 2007
2. Define and expand the outreach program for all ages and grades.	Religion teachers, department heads, board rep, parent rep	August, 2007	May, 2008	August, 2008

C. STUDENTS AND PARENTS

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. The school's admission policy will be realigned with the Mission Statement.	Director of Admissions, Head of School	October, 2005	Nov. 2005	December, 2005
2. Develop and publish a curriculum syllabus for prospective parents.	Department heads, representative faculty, Head of School	September, 2005	December, 2005	February, 2006
3. Purchase fireproof file cabinets for student records.	Business manager, registrar	September, 2005		October, 2005
4. Plan a re-organizational retreat with the PTA to design upcoming year's activities	President of PTA, Chairman of board, grade level reps, two trustees, department heads, Head of School	November, 2005	May, 2006	January, 2007

D. PROFESSIONAL STAFF

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Increase entry qualifications for faculty	Department heads, board finance chair, Head of School	August, 2007	May, 2008	August, 2009
2. Review staff contracts and update them according to current employment laws.	Board attorney, finance committee, Head of School	August, 2006	February, 2007	July 1, 2007
3. Develop a comprehensive faculty and staff evaluation process that increases communication and upgrades performance	Department heads, faculty representatives, Head of School	October, 2007	March, 2008	August, 2008

E. PROGRAM

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Review the school's calendar to consider lengthening the year and/or school days.	Parent rep, department heads, teacher reps, board planning chairman, Head of School	January, 2006	March, 2006	October, 2006
2. Revisit historical enrollment to determine viability of preschool program.	EC department head, Head of School	September, 2006	February, 2007	September, 2007
3. Create a technology task force to assess current computer needs	Board planning, outside computer expert, teacher reps, department heads, tech staff, Head of School	November, 2007	August, 2008	January, 2009
4. Conduct curriculum review to assess inclusion of multi-cultural experiences and literature in program.	Department heads, librarian, teacher reps, parent reps, Head of School	February, 2006	May, 2006	September, 2006

5. Create a task force to review summer school options with its impact on existing programs and demands on year-round staff.	Facility manager, finance office, department heads, parent reps, board finance rep, treasurer, Head of School	November, 2007	January, 2008	April, 2008
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E-A EARLY CHILDHOOD PROGRAM

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Schedule an annual retreat for staff to review the daily schedule and curriculum presentations	Department heads, EC faculty	July, 2007	August, 2007	September, 2007

E-C. UPPER SCHOOL (HIGH SCHOOL) PROGRAM

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Schedule an annual retreat for middle and high school staff to evaluate course offerings and scheduling.	Department heads, faculty, Head of School	June, 2007 and yearly	August, 2007	October, 2007 (recommendations)

F. GOVERNANCE

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Develop an evaluation system for the board to insure effective work is being done by every trustee. Include a plan for follow-up with the evaluation.	Board, rector, outside board specialist to help with action plan, Head of School	January, 2006	March, 2006	June, 2006
2. The board shall review its communication and evaluation schedule with the Head of School and develop a regular meeting system	Board, Executive Committee, Head of School	July, 2006	October, 2006	June, 2008

3. The board shall schedule an annual retreat that includes review of this strategic plan and action plan for the upcoming year.	Board, rector, Head of School	June, 2006	November, 2006	June, 2008 and yearly
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G. ADMINISTRATION

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. The Head of School will clarify the administrative structure with updated job descriptions.	Administrative staff, Head of School	August, 2006	December, 2006	March, 2006

H. FINANCE

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. PTA funds will be integrated into school accounting, its account closed, and all activity will be recorded as separate line items in the school's budget.	Board finance chairman, board chairman, business manager, PTA officers, treasurer, Head of School	September, 2006	March, 2006	August, 2007
2. The board shall review all insurance coverage currently in place at the school, assessing its coverage and costs.	Board task force, business manager, facility manager, treasurer, Head of School	October, 2007	January, 2008	June, 2007

I. FACULTY AND SAFETY

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Develop a comprehensive crisis management plan for the school.	Department heads, facility manager, local police representative, parent reps, board rep, Head of School	August, 2006	January, 2008	May, 2008

J. CULTURE AND CLIMATE OF THE SCHOOL

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Develop and integrate a program through the curriculum that focuses on the behaviors of respect, integrity, and responsibility.	Department heads, board planning rep., board finance rep, parent reps, faculty reps, Head of School	August, 2006	Nov. 2006	August, 2007

K. ACCREDITATION ACCOUNTABILITY

Goals	Who is Responsible	Start Date	Mid-Point Review	Completion Date
1. Insure reporting system to board about yearly status of accreditation reporting requirements.	Head of School	August, 2006	January, 2007	August, 2007 and yearly